

# **Division of Human Resources**

***FY2007-FY2011***

## **Strategic Plan**

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### **MISSION STATEMENT**

The Division of Human Resources promotes workforce excellence through high quality HR services and accountability in leadership to serve the varied needs of state agencies, employees, job seekers, and the people of Idaho. Our mission is to:

- Keep Idaho state government a competitive employer in present labor market conditions;
- Provide a high-tech, customer-oriented and career-based environment to attract, retain, and maximize a talented state workforce;
- Assist state agencies to achieve program and service goals through a well managed workforce;
- Work toward “the State as one employer” reality.

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### **GUIDING PRINCIPLES**

- The Importance of Public Service
- Fair Employment Practices
- Equal Pay for Equal Work
- Merit System Integrity
- Veterans Preference
- Friendly Customer Service
- Cost Effective and Efficient Operations
- Strategic Partnerships
- The State as One Employer

The following goals describe DHR's priorities. The objectives identify how the goals will be achieved. The implementation schedule is either defined by fiscal year, or is ongoing, meaning a continuous improvement process throughout FY07-11. Performance standards measuring efficiency, economy, and effectiveness are listed in the next section.

## **GOAL ONE: RESULTS-ORIENTED RECRUITMENT STRATEGIES AND SERVICES**

### ***Objectives***

- a.** Streamline the on-line job announcement and application process
  - 1. Simplify processes
  - 2. Reduce time and effort involved for applicant and agencies
  - 3. Increase use of resume reviews
  - 4. Conduct process analysis to increase efficiency
- b.** Invest in technology to increase service capacity
  - 1. Design system to accept resumes for future job openings
  - 2. Manage database to keep job seeker status current
  - 3. Develop automated notification to applicant of position openings FY07
  - 4. Develop on-line recruiting strategy
  - 5. Target the DHR website as a recruiting tool
  - 6. Increase applicant pool
- c.** Tailor screening to agencies and specific jobs
  - 1. Encourage flexible job announcement text
  - 2. Expand recruiting services while tracking return on investment
  - 3. Improve targeted recruiting efforts
  - 4. Coordinate recruitment opportunities whenever possible to promote state employment
- d.** Provide better, fresher job candidate lists
  - 1. Research improved testing techniques/tools, including on-line timed exams
  - 2. Provide pretest advice and sample questions
  - 3. Evaluate each testing mechanism for validity, results, bias
  - 4. Insure appropriate level of security to maintain test validity
  - 5. Validate hiring list codes
  - 6. Evaluate recruitment effectiveness based on quality of hire
- e.** Improve feedback to applicants
  - 1. Communicate to clarify processes
  - 2. Provide career counseling as requested
  - 3. Improve ATS/e-mail communications with applicants
- f.** Enhance the classification change process
  - 1. Assist agencies with organizational design and structure
  - 2. Continue proactive job design to meet changing budget and organizational needs
  - 3. Support agencies goals to effectively re-engineer work
  - 4. Improve HR staff skills regarding classification methods
  - 5. Develop shared services model with agencies qualified to classify jobs
- g.** Be flexible, agile, creative, responsive to agency needs
  - 1. Engage in pilot projects with agencies
  - 2. Develop partnerships with agencies
  - 3. Try new approaches to classification, compensation and recruitment
  - 4. Encourage continuous improvement
  - 5. Develop and promote additional creative work force resources (retirees, students)
  - 6. Work with agencies to develop experience component within minimum requirements.

- h. Study outsourcing recruitment for some classifications
  - 1. Review/Study HRO activity in other states

## **GOAL TWO: IMPROVE COMPENSATION AND BENEFITS ADMINISTRATION**

### ***Objectives***

- a. Balance package to address recruitment, retention, and reward goals
  - 1. Analyze turnover rates and separation reasons
  - 2. Validate separation codes/reasons
  - 3. Define incentive and performance pay strategies
- b. Continue to integrate salary and benefits into one package
  - 1. Analyze benefit package features and cost
  - 2. Compare relative use and value of each component
  - 3. Develop models to show impact of salary and benefit changes
  - 4. Prepare and distribute individual benefit statements when appropriate
  - 5. Evaluate organizational structure compared to other States.
- c. Create market based pay schedules
  - 1. Participate in applicable market salary surveys
  - 2. Maintain pay schedules based on the market rates and Hay points
  - 3. Promote legislation to support market driven funding levels
- d. Research the feasibility of creating new compensation systems, solutions and funding mechanisms
  - 1. Create pay delivery systems that move employees through published pay ranges to market average rates
  - 2. Provide education in the use of a matrix distribution for performance based pay increases
  - 3. Explore feasibility of a funding mechanism tied to a key economic index
- e. Create a classification database to automate comparative jobs and relationships to the classifications' respective comparable benchmark.
- f. Enhance the relationship with the Division of Financial Management to insure consideration of human resource issues when making monetary decisions
- g. Continue to interface with Office of Group Insurance on benefit issues, especially as related to total compensation package
- h. Continue strategic partnership efforts with State Controllers Office on pay, policy, and data system issues
- i. Maintain internal equity in compensation via Hay methodology
- j. Support agency compensation and benefits data management through comprehensive data analysis and reports

## **GOAL THREE: ENHANCE WORKFORCE DEVELOPMENT THROUGH STATE-WIDE TRAINING, EMPLOYEE EDUCATION AND COMMUNICATION.**

### ***Objectives***

- a. Increase opportunities to improve individual employee skills
  - 1. Develop Executive management resources (FY 07)

2. Expand Management Development programs and opportunities : (FY 07, FY 08)
    - a. Maintain ongoing statewide Certified Public Manager programs
    - b. Provide resources to agencies for respectful workplace training
    - c. Up date and maintain specialized management development programs
  3. Enhance Supervisory Development programs
    - a. Maintain current state-wide offerings
    - b. Provide "Pre-Supervision" training
    - c. Provide "Supervising from a Distance" class
  4. Continue offerings in Performance Management training: (FY07)
    - a. Maintain current state-wide offerings
    - b. Continue the train-the-trainer program
    - c. Enhance on-line opportunities
  5. Enhance Professional Development training opportunities for all employees (FY07)
    - a. Maintain current open enrollment schedule
    - b. Increase opportunities through additional course offerings
  6. Expand On-Line Learning opportunities: (FY07, FY08)
- b. Administer and/or communicate state-wide programs and initiatives for information, retention, and employee participation
    1. State Employees Charitable Giving Campaign
    2. Employee Recognition Week
    3. Administrative Professionals Conferences
    4. HR Initiatives
  - c. Develop partnerships with agencies to implement wellness programs and activities
    1. Explore impact of wellness programs on benefits costs
  - d. Increase agency performance through organizational development consultation
  - e. Enhance and refine state-wide performance management system (FY07)
  - f. Implement an on-line training registration management system (FY07)
    1. Allow state employees to register for training online and view their training history online
    2. Provide online access for state agencies to view their training records for reporting purposes
    3. Reduce time and effort needed by DHR's Financial Tech to handle billing of state agencies; shorten the collection time by automating training billing with STARS
    4. Allow for better use of Workload Development's team expertise and time by developing an easy to use training management system

## **GOAL FOUR: SUPPORT RETENTION VIA HR MANAGEMENT POLICIES, PRACTICES, AND CONSULTATION**

### ***Objectives***

- a. Open Career Paths
  1. Keep promotion opportunities visible
- b. Stress importance of employee relations to managers and policy makers
- c. Improve HR customer services for current state workforce
- d. Increase DHR staff capability for management consultation
- e. Develop and maintain model policies for complex human resource issues

1. Provide assistance to agencies
2. Ensure basic consistency of benefits
3. Keep current on national issues for review and consultation service quality

## **GOAL FIVE: SEEK BEST PRACTICES IN EMPLOYEE RELATIONS**

### ***Objectives***

- a.** Train employees and management in alternative dispute resolution techniques
- b.** Research and offer model personnel policies for agencies use
- c.** Provide high quality management consultation
- d.** Coordinate AA, EEO, and veterans programs and compile reports as required by state and federal regulations.
- e.** Identify and share best practices in public and private HR
- f.** Provide mediation services and coordination of resources if legislature provides FTE

## **GOAL SIX: CONTINUE FAIR AND EFFECTIVE IDAHO PERSONNEL COMMISSION OPERATIONS**

### ***Objectives***

- a.** Ensure prompt and effective communications
- b.** Support hearing officers
- c.** Monitor case progress carefully
- d.** Research use of formal Alternate Dispute Resolution strategies
- e.** Continue separate legal services to ensure objectivity
- f.** Keep support services available as needed

## **GOAL SEVEN: IMPROVE AND TARGET COMMUNICATIONS**

### ***Objectives***

- a.** Meet quarterly with agency HR managers/HR officers to gain understanding of HR needs
- b.** Meet monthly with agency HR staff for updates on HR related issues or training
- c.** Use email to update HR staff on DHR activities
- d.** Continually enhance web based communications
- e.** Improve state HR staff network
- f.** Create HR reports for citizens, agencies, employees, legislators

## **GOAL EIGHT: DEVELOP STRATEGIC PARTNERSHIPS AND TEAM APPROACHES FOR MORE EFFECTIVE AND EFFICIENT USE OF RESOURCES**

### ***Objectives***

- a.** Continue to build partnerships with state agencies
  - 1. Identify roles, responsibilities, and service priorities with large agencies
  - 2. Work in partnership with Department of Commerce and Labor, PERSI, State Controller's Office and Department of Administration on improving HR system issues
- b.** Provide information to serve and assist the Idaho Legislature in their decision-making processes
- c.** Strengthen coordination between policy advisors, DFM, LSO, and DHR staff who work with the same agencies, and agency leadership
- d.** Identify areas of repetitive process or duplicate efforts to streamline or eliminate same

## **GOAL NINE: ENHANCE INFORMATION TECHNOLOGY TO IMPROVE CUSTOMER SATISFACTION AND DECISION MAKING THROUGH EFFICIENT AND EFFECTIVE INFORMATION SYSTEMS.**

### ***Objectives***

- a.** Develop and implement Applicant Tracking System enhancements
- b.** Integrate Applicant Tracking System/Employee Information System
  - 1. Design system to generate needed employment records for personnel when an applicant is hired
  - 2. Reduce time and effort involved for agencies, applicants, and DHR staff in filling out additional forms, data entry and hire validation
- c.** Implement Scanning/Imaging Capabilities
  - 1. Develop process to scan resumes and additional documentation to attach to an Application
  - 2. Develop process to scan application form into database
  - 3. Design a system to allow agencies access to all scanned applicant information electronically
  - 4. Implement a process to index Position Description Questionnaires and all corresponding communication in a user friendly database
  - 5. Archive agency organizational charts into a searchable database
  - 6. Implement a process to electronically store Class Specifications to provide search capabilities and a complete classification history
- d.** Continually refine performance management via a Web Based Employee Appraiser
  - 1. Continue to investigate options and cost for new web based version to provide to agencies
- e.** Support movement to one HRIS System
  - 1. Active partner on system to integrate agencies' HR databases with personnel information residing at the State Controller's Office
  - 2. Reduce redundant data entry for agencies
- f.** Improve Compensation Analysis Capability
  - 1. Automate reports via database refinement

## 2. Allow for more detailed/accurate compensation analysis

### ***External Factors***

- The labor market, supply and demand factors
- Challengingly low unemployment rates
- Market wage variations
- Overall economic inflation
- The aging of the Idaho state workforce and therefore retirements from the workforce
- The cost of health care and health insurance
- Demographics regarding number of workers available
- The state's economic outlook
- Revenue forecasts
- Competing Federal salaries and compensation plans
- More retirees returning to work
- More earlier retirements resulting in loss of institutional knowledge

Many economic factors influence the ability of the State of Idaho being perceived as a competitive employer. When certain skills are in high demand, businesses must compete for employees. This competition leads to increases in wages and salaries. Funding for state employee pay is critical for staying competitive. Competition also comes from the number of workers available. As the Baby Boomer generation begins to retire, there will not be equal number of replacement workers entering the workforce. The ability to recruit and retain the quality and quantity of state employees needed for the agencies to be successful is impacted. DHR must also ensure fairness and equal opportunity for the job seeker.

Another external factor is the aging of the Idaho State workforce. The average state employee is 47 years old. This average is much higher than the private sector, and brings with it higher benefit costs. Continuing health insurance cost increases significantly impact the compensation package.

### ***Program Evaluation***

DHR is doing more, doing it more efficiently, and with the necessary support can envision doing even more for the citizens of the state of Idaho.

Technology is assisting us to handle some increased volumes. However, the challenges will continue with increased agency needs because of a declining state workforce (affects of the baby boomers retiring), and increasing workloads, complicated by unprecedented low unemployment rates.

The '06 legislative session chartered DHR to develop a pay schedule based on market rate and Hay points. This activity has increased workload substantially for our small staff. Although handled professionally and accurately, there are a number of challenges when introducing a new pay schedule (as one would expect for such a change) that have and continue to have a significant impact on operations. We are working through these situations and other organizational challenges and continue to maintain a tremendously high level of effectiveness despite these distractions.

Organizationally, an Ombudsman or state Mediator would be a valuable tool for providing state employees unbiased resolution of their concerns. Additionally, serious consideration should be given to a review of the organizational structure of Human Resources throughout the state. A centralized model might greatly enhance the "state as one employer" by providing consistency and accountability for all employees.

The future continues busy and bright for the Division of Human Resources.

## ***Annual Performance Plans and Accountability Reports***

Use the following factors to measure the effectiveness of the Division of Human Resources goal achievement.

### **DHR STAFF PERFORMANCE**

Performance management will be self-directed and supervised according to the guiding principles and the goals and objectives.

Benchmark: 100% of DHR staff achieving performance standards

Indicators: % of staff given clear expectations for performance  
# of staff evaluated against guiding principles, goals and objectives

### **GOAL ONE: RECRUITMENT STRATEGIES AND SERVICES**

Benchmark: Satisfactory customer survey results

Indicators: Customer survey results  
Average time required by applicant for placement on register  
# of applications received  
# of on-line applications received  
% of applicants passing exams  
% of registers producing candidates hired  
# of job classes reviewed, created, updated, deleted, and combined  
# of pilot projects  
# of hits on website  
# of agencies trained on position classification process  
% of new hires completing probation

### **GOAL TWO: COMPENSATION AND BENEFITS ADMINISTRATION**

Benchmark: Competitive compensation and benefits package

Indicators: # of salary surveys conducted/analyzed  
Change in % of turnover vs. industry average  
Change in % of pay schedule vs. market average  
% Accuracy in pay and benefit forecast costs  
# of joint projects with SCO and Office of Group Insurance  
# of job classes evaluated

### **GOAL THREE: WORKFORCE DEVELOPMENT**

Benchmark: Satisfactory customer survey results

Indicators: # of classes offered  
# of employees attending  
# of hours employees attended  
# of students in Certified Public Manager program  
# of specialized offerings (would include HR and Organizational Development)  
% of evaluation results with 4.5 and above

### **GOAL FOUR: RETENTION**

Benchmark: Occupational turnover rates

Indicators: # of reclassifications upward  
# of promotional announcements



# of promotions  
# of payline exceptions approved, denied, continued  
# of customers surveyed  
% of customers responding to survey turnover rate

#### **GOAL FIVE: EMPLOYEE RELATIONS**

Benchmark: Reduced number of appeals year to year

Indicators: # of Alternate Dispute Resolution classes offered  
# of employees attending  
# of model policies issued  
# of hours of continuing education taken by consultants  
% of AA/EEO/Vets reports completed

#### **GOAL SIX: IDAHO PERSONNEL COMMISSION ACTIVITIES**

Benchmark: Reduced number of appeals year to year

Indicators: # of appeals filed  
# of hearing officers assigned to cases  
% of full-time attorney services provided  
% of support staff time provided  
# of case progress or finding reports prepared

#### **GOAL SEVEN: COMMUNICATIONS**

Benchmark: Satisfactory customer survey results

Indicators: # of hits on DHR Internet & Intranet sites  
# of agency management visits  
# of agency HR staff meetings  
# of visits with legislators

#### **GOAL EIGHT: PARTNERSHIPS EFFORTS**

Benchmark: Satisfactory customer survey results

Indicators: # of projects with other agencies  
# of formal service agreements

#### **Performance Results and Effects**

- Improvements in speed and quality of screening processes are critical to state agency's ability to compete for the best-qualified job applicants.
- A comprehensive salary and benefits package competitive in today's labor market is a key factor in the state's ability to recruit and retain quality employees. Accurate factoring of jobs contributes to equal pay for equal work.
- Workforce planning activities are critical to ensure key vacancies and staffing needs are accurately forecast. Staff training and visible career paths increase potential for retention, job satisfaction, and promotion. Both planning and training increase the potential for state agencies to continue toward goal achievement rather than stall during long periods of vacancies or with poorly prepared leaders.

- Solid classification work is the foundation for internal equity in the compensation system. It also provides parameters for effective targeting of recruitment and screening activities.
- Good HR management and legal consultation, provided proactively prevents unnecessary appeals and lawsuits. Liability, including the cost of liability insurance relative to employment law issues, will be reduced.
- Improved employee relations impact retention, productivity, morale, and recruitment.
- Effective communications result in more consistent HR practices statewide and better, more effective and efficient working relationships.
- Management development programs result in a pool of trained and knowledgeable managers who can provide leadership to sustain the continuity of quality state government in times of cut backs and high numbers of retirements in senior staff.
- Wellness programs positively effect productivity, provide knowledge and skills to meet the unique challenges of today's workplace environment and reduce insurance costs, absenteeism, illness, and negativism.
- Effective web communication extends information to employees increasing awareness of HR issues, events, training opportunities and specialized programs. Web communication leads to easier information access, higher retention, productivity, and morale.

Contact Bob Oberholzer, HR Services Integration Manager, or Carolyn Terteling-Payne, DHR Administrator, at 429-5500 for more information.